

**Fred Kindle**  
President and Chief Executive  
Officer

**Michel Demaré**  
Chief Financial Officer



## **2005 fourth quarter and full-year results**

Zurich, 16 February 2006



**ABB**

# Agenda



- Summary of 2005 full-year and Q4 results

Fred Kindle, CEO



- Financial overview

Michel Demaré, CFO



- “A look ahead”

Fred Kindle, CEO

- Q&A

Fred Kindle

Michel Demaré

Dinesh Paliwal

Gary Steel



# *“Successfully moved into a phase of profitable growth”*



- Summary of 2005 full-year and Q4 results
- Financial performance
- “A look ahead”
- Q&A

# Key operational developments in 2005

- Strong organic order and revenue growth in 2005
- 2005 EBIT more than \$1.7 bn and EBIT margin at 7.8%
- Net income at \$735 million - 1st net profit since 2000; adjusted for asbestos accounting, net income at \$858 million
- Cash flow\* tops \$1 bn despite securitization and pension effects
- Non-core activities profitable for the year
- \$393 mill corporate costs ahead of target
- Transformer restructuring well under way
- 5-year strategic plan launched
- New execution-focused organization implemented

# Key financial developments in 2005

- Return on capital employed\* at 13.8%
- Net debt cut by more than 50 percent to ca. \$500 million
- Unfunded pension liability reduced to \$837 million from \$1,451 million
- Securitization reduced to level near \$300 million
- Divestments continued (e.g., Finnish lease portfolio, South American Equity Venture investment, most of power lines)
- First dividend proposal since 2000: CHF 0.12 per share
- Progress on asbestos
- Rating agencies lift outlook to positive

\* after tax

# Summary of 2005 full-year results

(\$ million)	2005	2004	Change	
			Nominal	Local
Orders received	23,581	21,586	9%	8%
Revenues	22,442	20,610	9%	8%
EBIT	1,742	1,046	67%	
EBIT margin (%)	7.8%	5.1%		
Loss from discontinued operations	(143)	(439)		
Net income / (loss)	735	(35)		
Cash flow from operating activities	1,012	902	12%	
Net debt (at Dec. 31)	508	1,143		

- Strong top-line growth, all organic – core divisions double-digit order growth
- EBIT and EBIT margin growth show significant progress in business execution, despite \$123-million negative impact from transformer consolidation
- Strong turnaround in net income despite non-operational issues (e.g., asbestos shares)
- Cash flow at an exceptional level when adjusted for securitization and discretionary pension contributions



# Divisional summary full-year 2005

(\$ million)	Orders received*	Revenues*	EBIT	EBIT margin
Power Technologies	10,714 (+14%)	9,784 (+11%)	789 (+30%)	8.1%
Automation Technologies	12,675 (+11%)	12,161 (+9%)	1,312 (+28%)	10.8%
Non-core activities			34 vs (62) in 2004	
Corporate			(393) vs (523) in 2004	

\* Percentage change in local currencies

- Lead positions in fast-growing markets lifted top line significantly
- Operational improvements resulted in higher EBIT margins
- Non-core activities no longer a drain on Group EBIT
- Corporate costs on track to reach 2006 year-end target of \$350 million

# Exceeded our 2005 targets on a strong second half

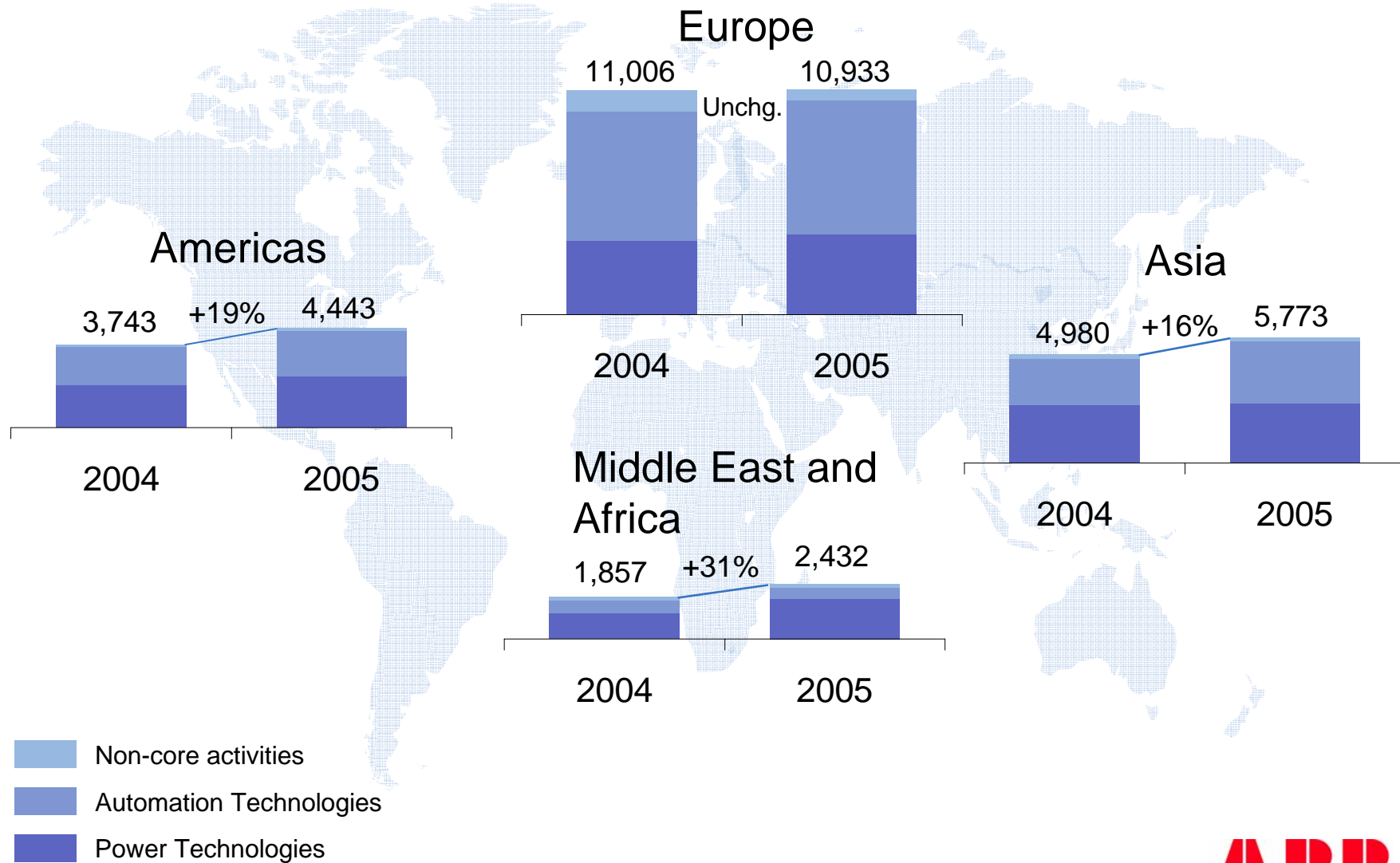
	Original targets 2002-05 <sup>1</sup>	Revised targets 2005	Actual 2005	
<i>EBIT margins</i>				
ABB Group	7.7% <sup>2</sup>	6.6-7.1%	7.8%	✓
Power Technologies	10.0%	6.8-7.3%	8.1%	—
Automation Technologies	10.7%	10.7%	10.8%	✓
<i>Revenue growth<sup>3</sup></i>				
ABB Group	4.0%		6.0%	✓
Power Technologies	5.3%		6.9%	✓
Automation Technologies	3.3%		5.9%	✓
<i>Balance sheet</i>				
Gross debt	\$4 bn		\$4.1 bn	(✓)
Gearing	50%		52%	(✓)
Non-core activities		break even	\$34 million	✓
Corporate costs		\$450 mill or less	\$393 million	✓

<sup>1</sup> Set in November 2002; <sup>2</sup> Revised in 2004 to reflect reclassification of downstream oil and gas business into continuing operations; <sup>3</sup> Compound average growth rate, excluding major divestitures and acquisitions, local currencies



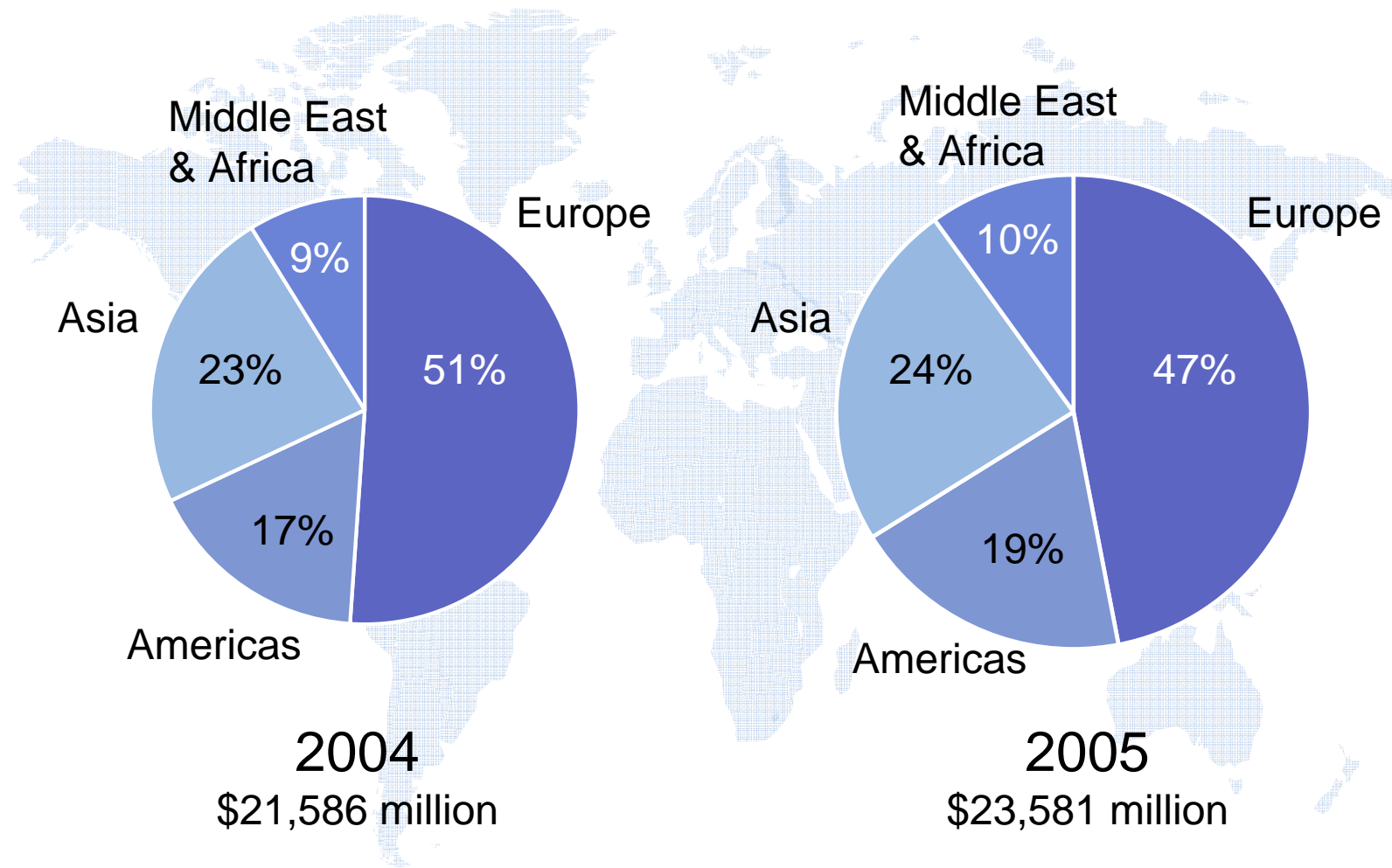
# Orders by region 2005 vs 2004

*Orders received in \$ million and percent change, nominal*



# Shift in geographic order mix away from Europe

*Share of total orders received (nominal) 2004 vs 2005*



# Key developments in Q4 2005

- Top-line growth continues Q3 trend, with combined orders from the two divisions up 19%\* (12%\*\*\*) and revenues up 12%\* (8%\*\*)
- Group EBIT more than doubled, despite transformer consolidation charges of \$43 million
- Net income at \$222 million despite \$72-million expense from mark-to-market accounting of asbestos shares
- Stable cash flow when adjusted for discretionary reduced securitization and higher discretionary pension funding (total negative impact of ca. \$210 million)
- Positive asbestos ruling in December from U.S. Bankruptcy Court, District Court date set for Feb. 28, 2006

# Summary of 2005 Q4 results

(\$ million)	Q4 05	Q4 04	Change	
			Nominal	Local
Orders received	5,571	5,200	7%	14%
Revenues	6,062	5,937	2%	7%
EBIT	520	250	108%	
EBIT margin (%)	8.6%	4.2%		
Loss from discontinued operations	(63)	(309)		
Net income / (loss)	222	(223)		
Cash flow from operating activities	695	898		

- Market growth maintained positive Q3 trend
- DiscOps loss in Q4 05 includes \$72-million expense to account for asbestos-reserved ABB shares; Q4 04 includes \$223-million asbestos provision
- Cash flow decline reflects higher discretionary pension funding and further reduction in securitization



# Divisional summary Q4 2005

(\$ million)	Orders received*	Revenues*	EBIT	EBIT margin
Power Technologies	2,587 (+23%)	2,875 (+16%)	271 (+64%)	9.4%
Automation Technologies	2,925 (+15%)	3,266 (+9%)	349 (+25%)	10.7%
Non-core activities			24 vs (35) in Q4 04	
Corporate			(124) vs (159) in Q4 04	

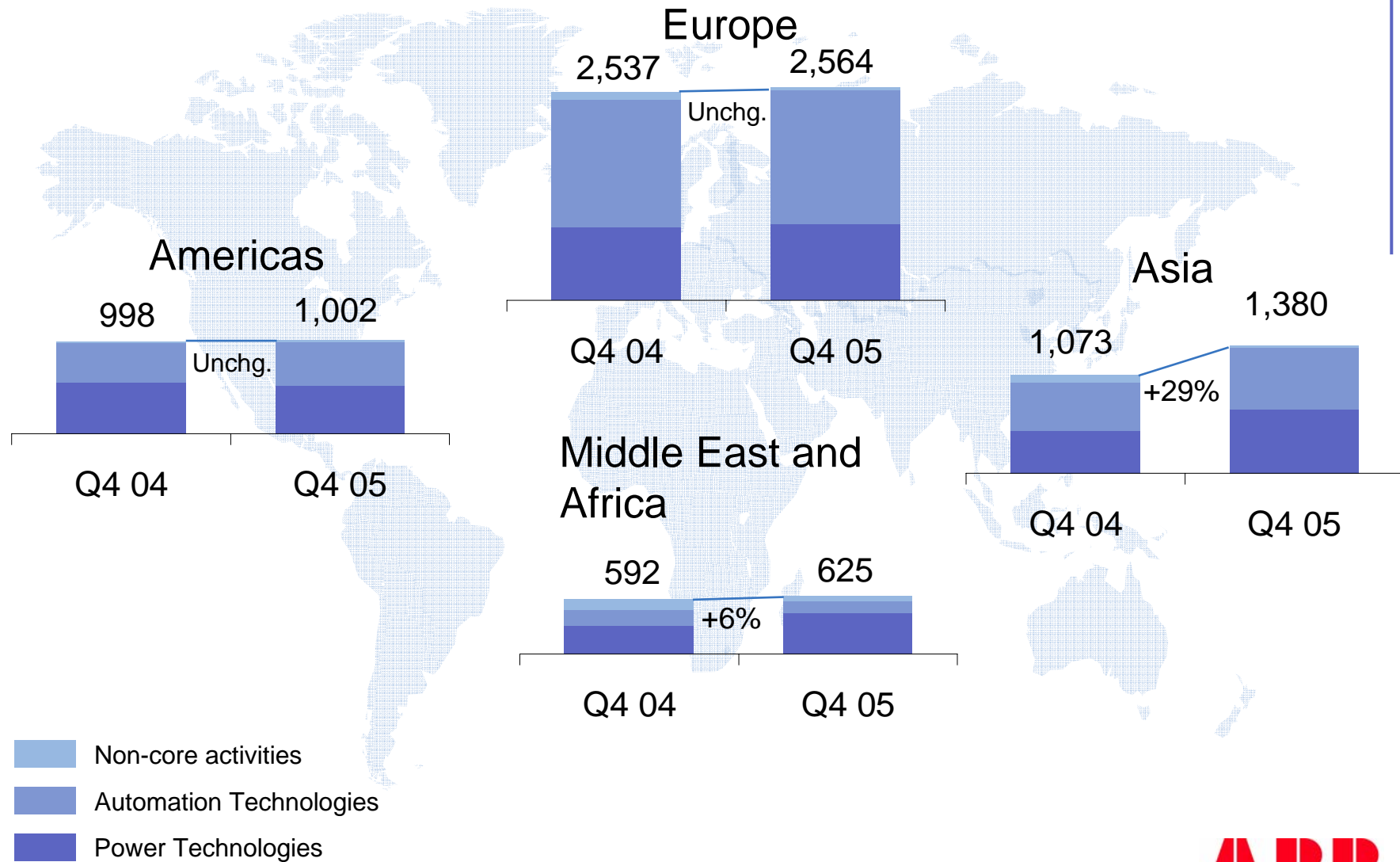
\* Percentage change in local currencies

- PT showed a clear EBIT improvement and an EBIT margin almost 3% higher than Q4 04, despite a \$43-million charge for transformer consolidation
- Volumes, factory loading and project selection lifted AT EBIT
- Significant operational improvements in oil and gas and Building Systems led to profit in Non-core
- Lower Corporate costs made a major contribution to improved group profitability



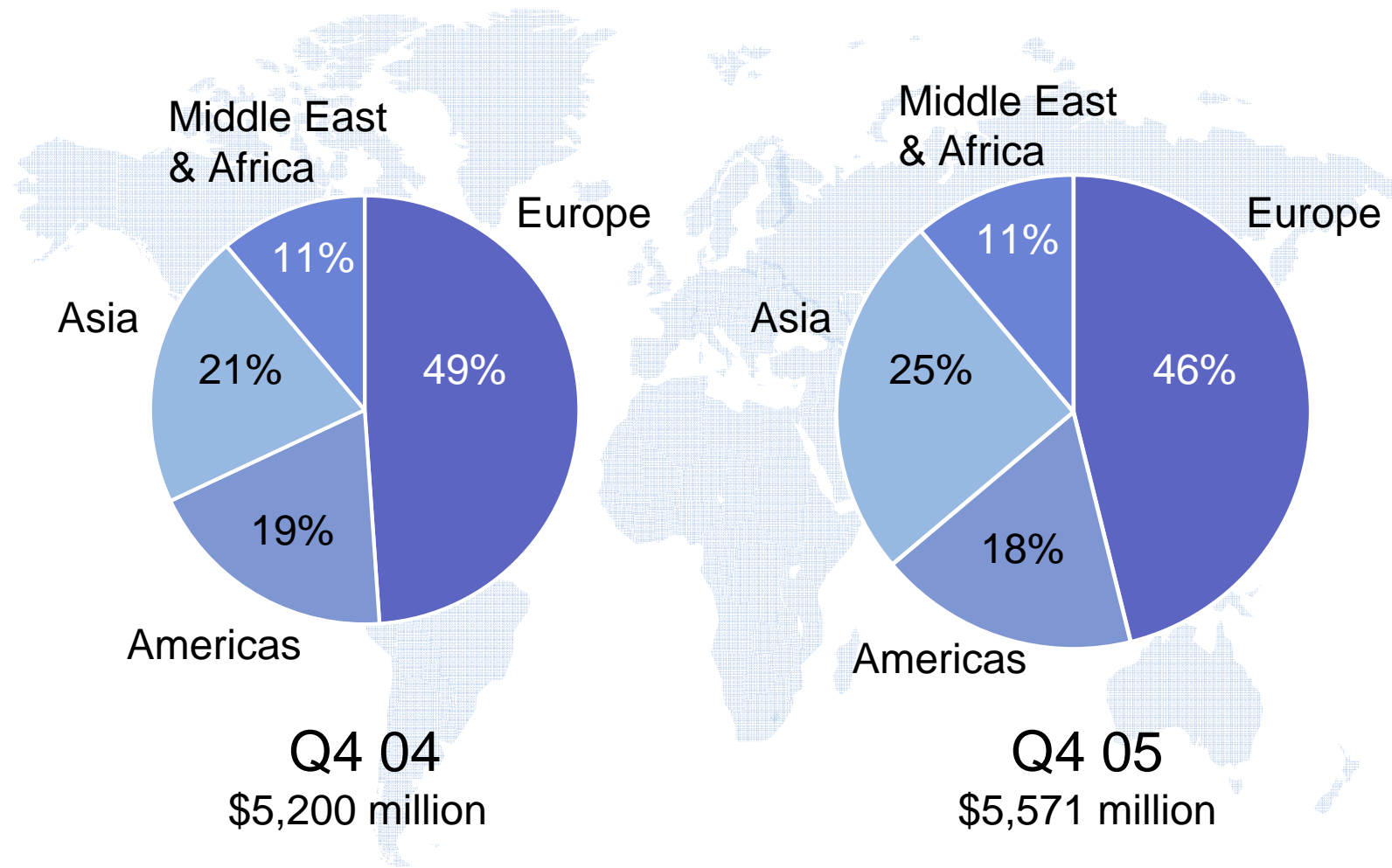
# Orders by region Q4 2005 vs Q4 2004

*Orders received in \$ million and percent change, nominal*

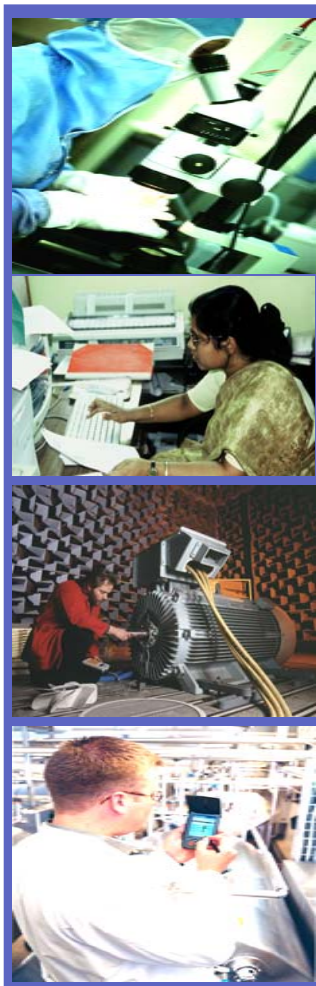


# Asia again led geographic shift in order mix

*Share of total orders received (nominal) Q4 04 vs Q4 05*



# Innovation key to competitive advantage



Total 2005 R&D and order-related development spend in two divisions and corporate of ca. \$960 mill

- 6,000 researchers and developers worldwide
- Recent cost and productivity enhancing innovations:
  - *PSGuard™* wide area monitoring to prevent blackouts
  - Fibre optic high-current DC sensor for industry
  - World's 1st offshore platform powered from shore using HVDC Light™, new high-voltage motors, no transformer required on platform



# Update on asbestos

- ABB's revised Chapter 11 Plan of Reorganization for U.S. subsidiary Combustion Engineering approved Dec. 19, 2005 by U.S. Bankruptcy Court, with no appeals filed
- District Court hearing date set for Feb. 28, 2006
- Judge has indicated he will issue confirmation on that date if no objections filed by Feb. 21
- Ruling to be followed by 30-day appeals period
- Total provision remaining on balance sheet = \$1,128 million
- Separate solution being considered for ABB Lummus Global Inc.
- Senate approval of asbestos legislation a positive sign, but many hurdles remain

# 2005 Q4 and full-year summary

\$ millions	Q4 05	Q4 04	Change		2005	2004	Change	
			Nominal	Local			Nominal	Local
Orders	2,587	2,208	17%	23%	10,714	9,304	15%	14%
Revenues	2,875	2,550	13%	16%	9,784	8,675	13%	11%
EBIT	271	165	64%		789	608	30%	
EBIT margin	9.4%	6.5%			8.1%	7.0%		
Cash flow from ops	428	453	-6%		681	498	37%	

- Double-digit order and revenue growth, with strongest demand in Asia and Middle East; product orders up in the U.S.; European growth still modest but improved in H2
- EBIT margins higher in both business areas on operational and productivity improvements, higher factory loading/capacity utilization, and better project selection and execution; 64% improvement in Q4 vs year-earlier period
- EBIT includes transformer consolidation charges of \$123 million (Q4: \$43 million)
- Full-year cash flow up on stronger earnings; Q4 lower than same quarter in 2004 due to more even distribution of project milestone payments over the year

# 2005 Q4 and full-year summary

\$ millions	Q4 05	Q4 04	Change		2005	2004	Change	
			Nominal	Local			Nominal	Local
Orders	2,925	2,715	8%	15%	12,675	11,301	12%	11%
Revenues	3,266	3,158	3%	9%	12,161	11,000	11%	9%
EBIT	349	279	25%		1,312	1,023	28%	
EBIT margin	10.7%	8.8%			10.8%	9.3%		
Cash flow from ops	349	529	-34%		709	1090	-35%	

- Strong markets in 2005 supported higher orders and revenues, with growth in most industrial sectors, led by marine and minerals; orders up in all regions except Middle East, where several large orders were booked in 2004
- Q4 was 13th straight quarter of higher revenues and EBIT
- EBIT lifted by higher factory loading in Automation Products and better project selection and execution in Process Automation; Manufacturing Automation EBIT lower due to restructuring costs
- Cash flow impacted by a negative \$386 million from reduced securitization (Q4: \$66 million); higher full-year earnings offset by higher working capital requirements to support growth



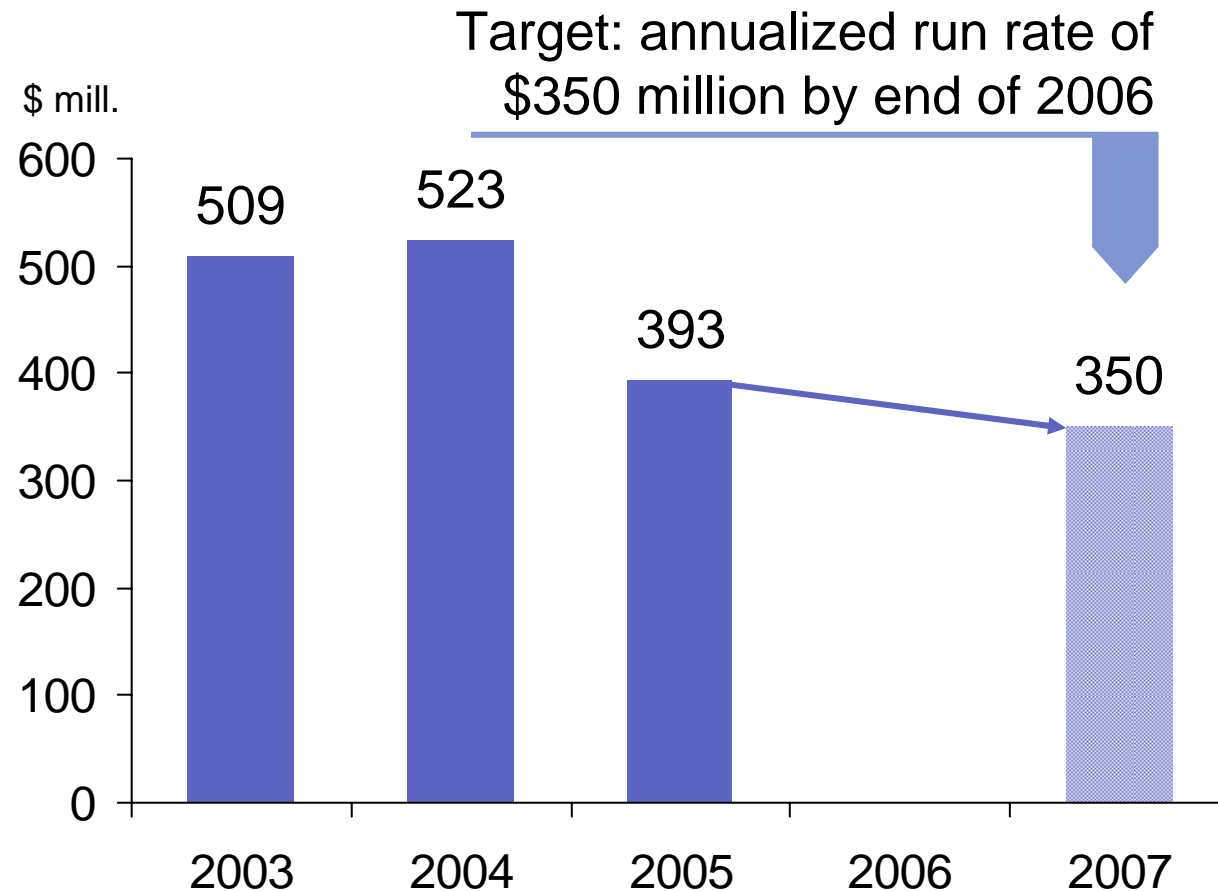
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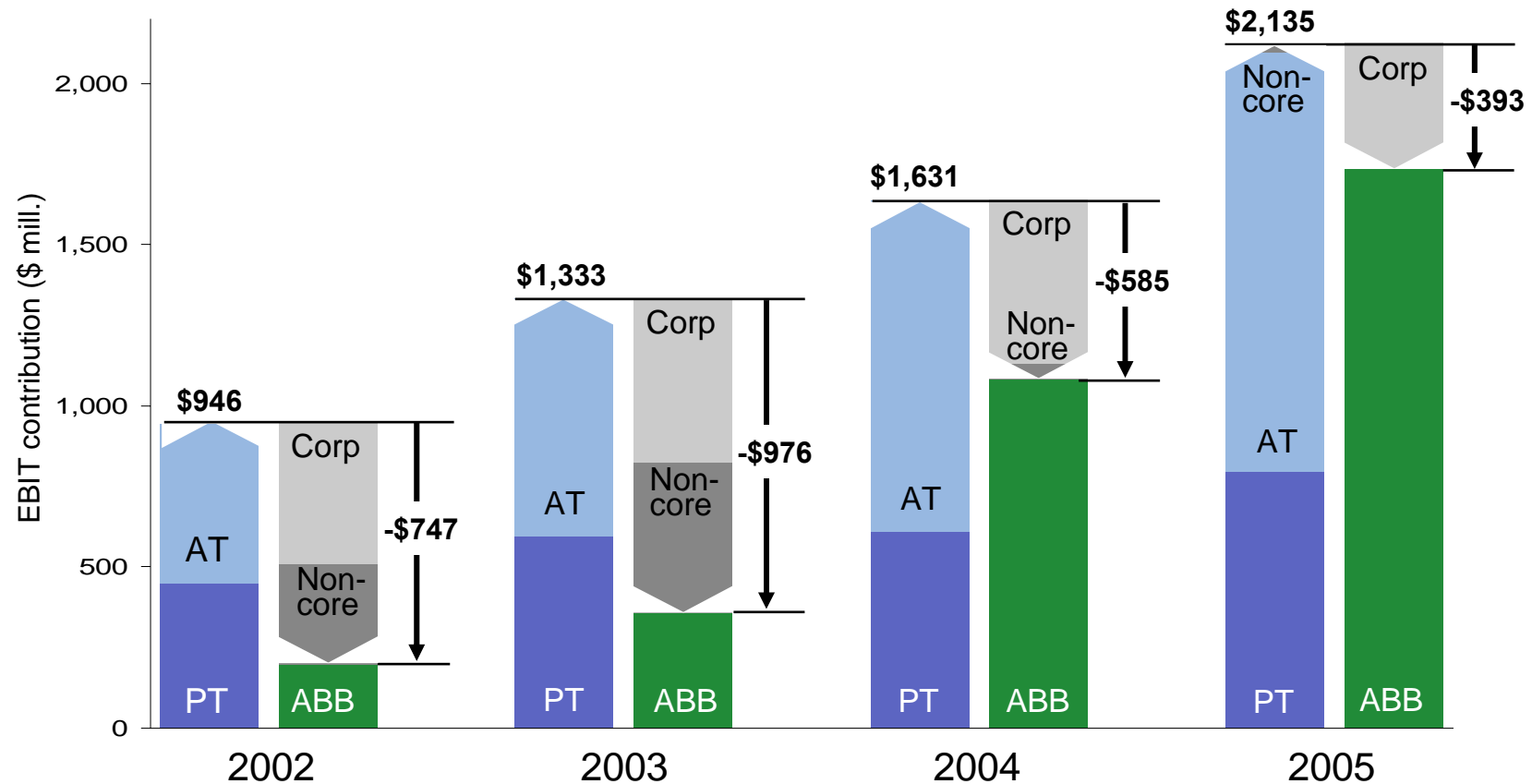
# Further reductions in Corporate costs expected

*Corporate costs 2003-2007, \$ millions*

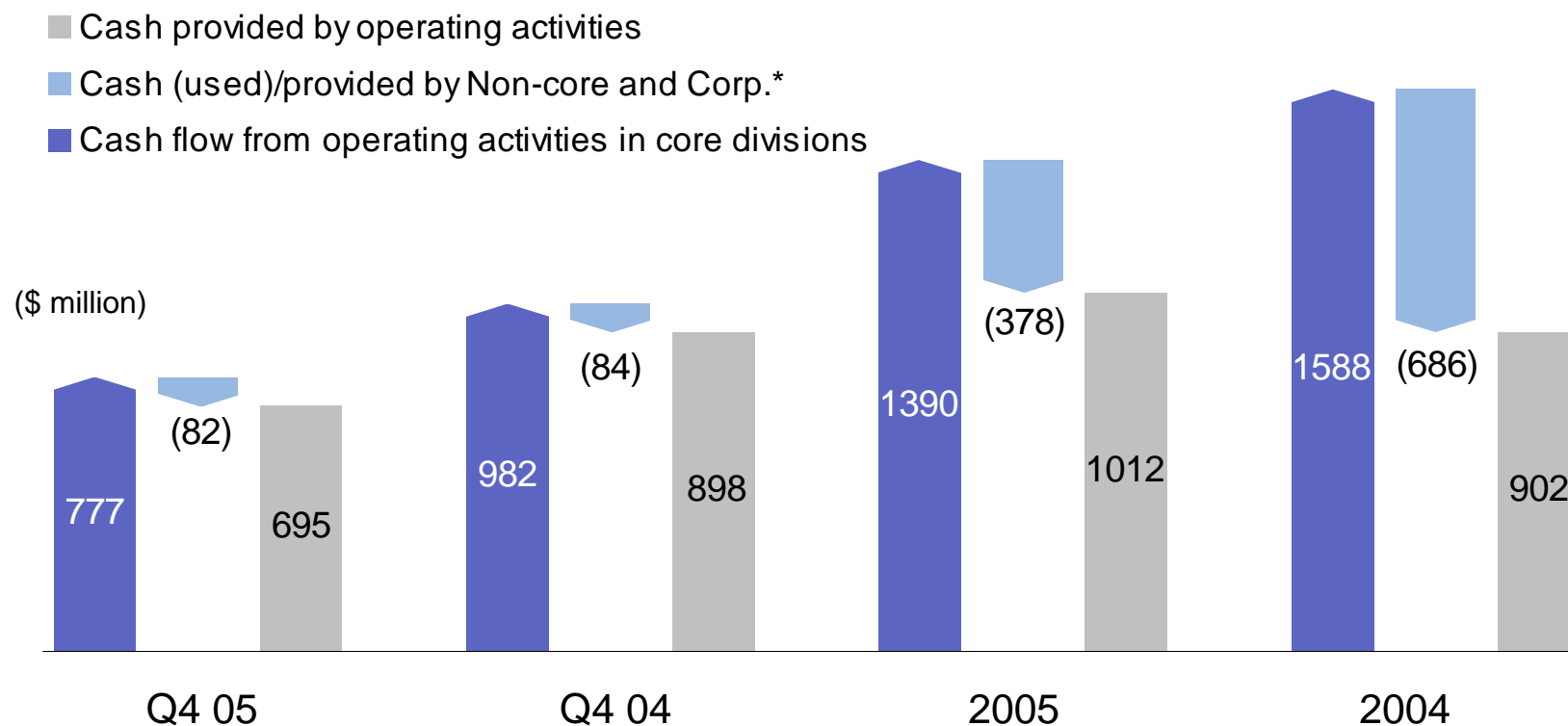


# Clearer business focus, higher EBIT

- Steadily reducing profit drain from Non-core activities and Corporate



# Cash flow from operating activities



- 2005 cash flow includes negative \$489 million from reduced securitization and ca. \$130 million from higher discretionary pension funding

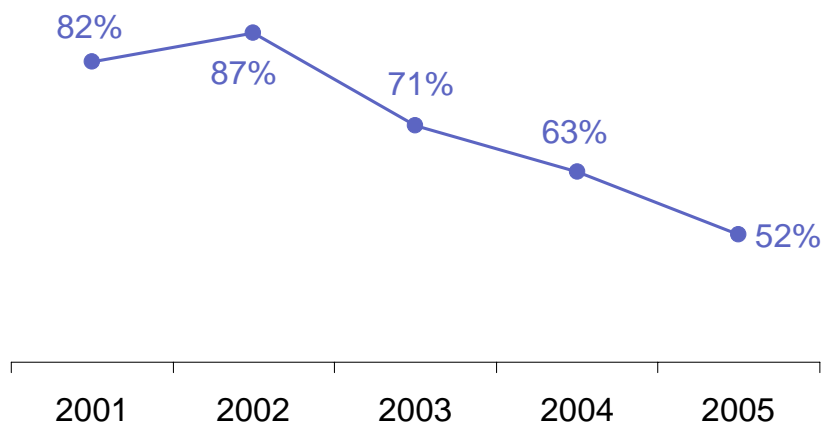
## 2005: Strengthening ABB's financial foundations

- Higher operating cash flows used mainly to reduce ABB's financial obligations (on- and off-balance sheet)
- Divestments were continued, e.g., Finnish lease portfolio, Termobahia, other non-core and financial assets
- Repayment of two maturing bonds (\$384 million) and repurchase of CHF 390 million Swiss franc bonds
- Securitization obligations reduced by \$600 million
- Discretionary pension funding of ca. \$400 million
- Leasing obligations winding down
- New \$2 bn credit facility signed in July at investment-grade terms
- Rating agencies lifted outlook to positive

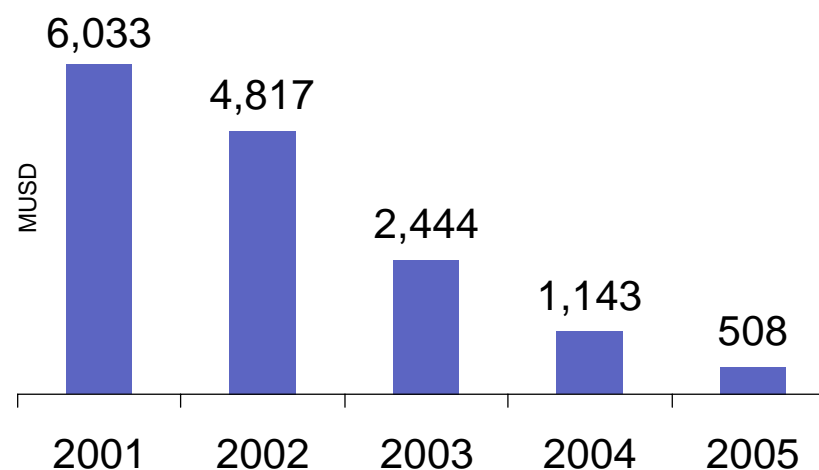


# Key financial data: On the way to investment grade

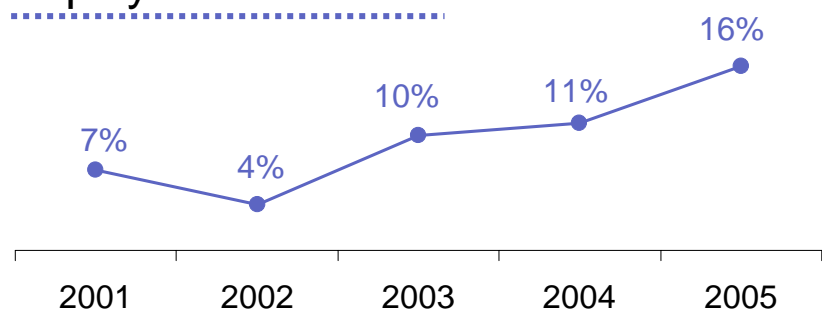
## Gearing



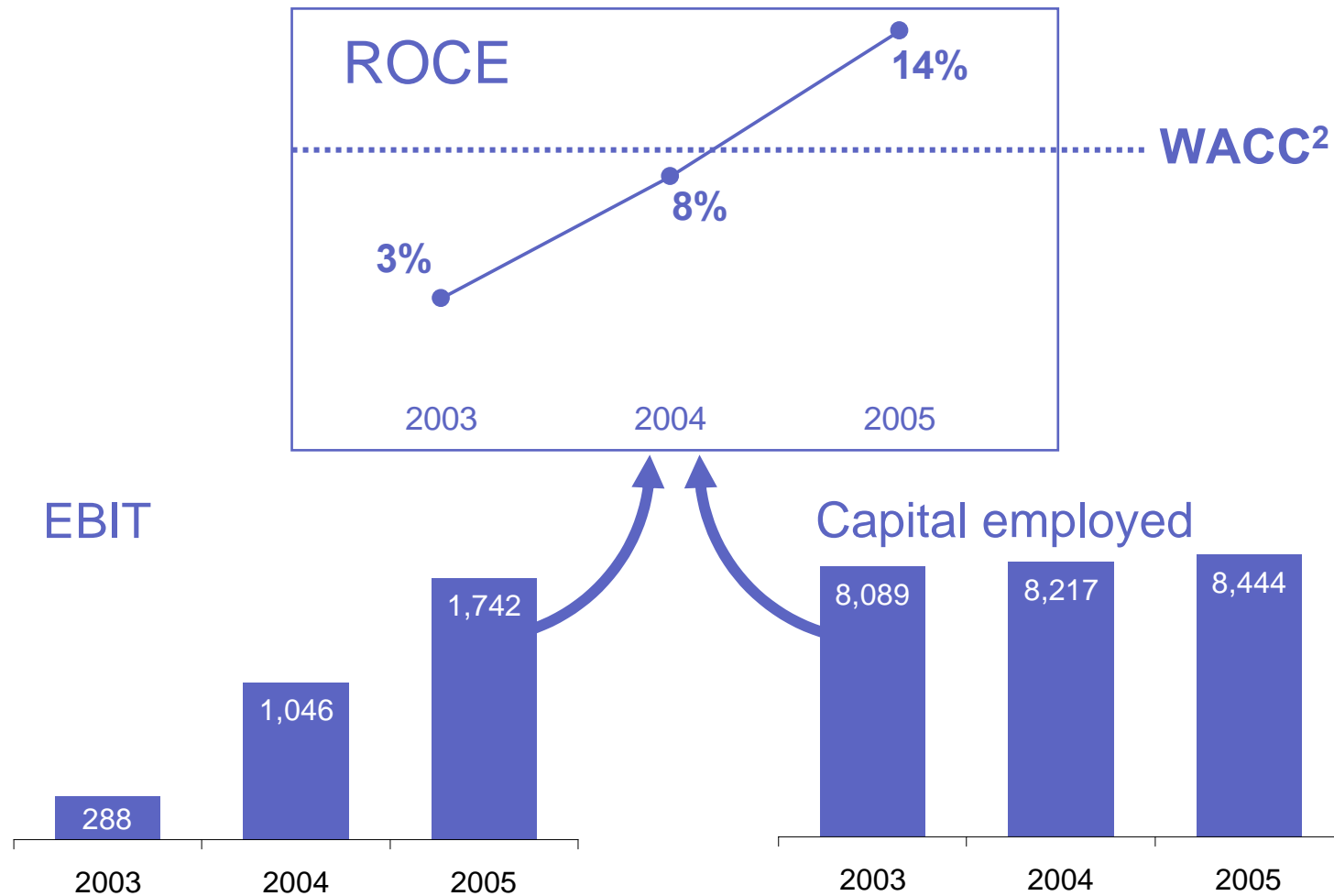
## Net debt



## Equity/Total assets



# Return on capital employed<sup>1</sup> 2003-2005



# Dividend recommendation

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- ABB Ltd Board of Directors proposes a dividend for 2005 of CHF 0.12 per share
- First dividend proposal since fiscal year 2000
- Based on current share count and year-end 2005 exchange rate, the proposal represents 26% of ABB's 2005 net income
- Subject to approval by Annual General Meeting on May 4, 2006
- Assuming approval, the ex-dividend date would be May 9, 2006

# Financial strategy 2006

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- Continue 2005 strategy:
  - Opportunistic debt reduction
  - Discretionary pension funding
  - Optimize off-balance sheet obligations
- Increase focus on balance sheet structure, promote ABB to the “first league”
- Reduce net finance expense
- Extend maturities of debt portfolio
- Continue securing flexible sources of financing

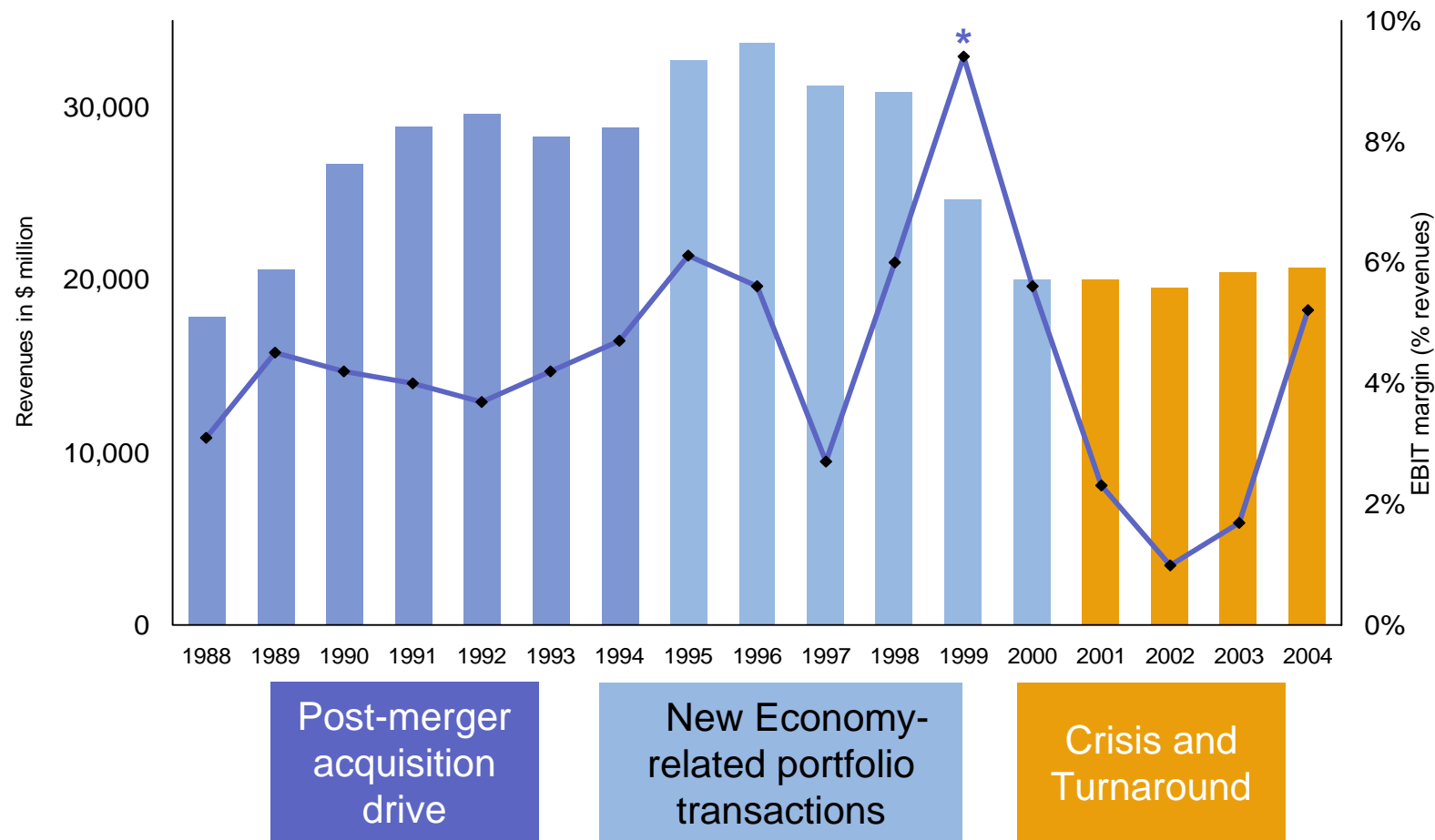
... and recover investment grade status in 2006

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# 2005: Starting the “profitable growth” phase

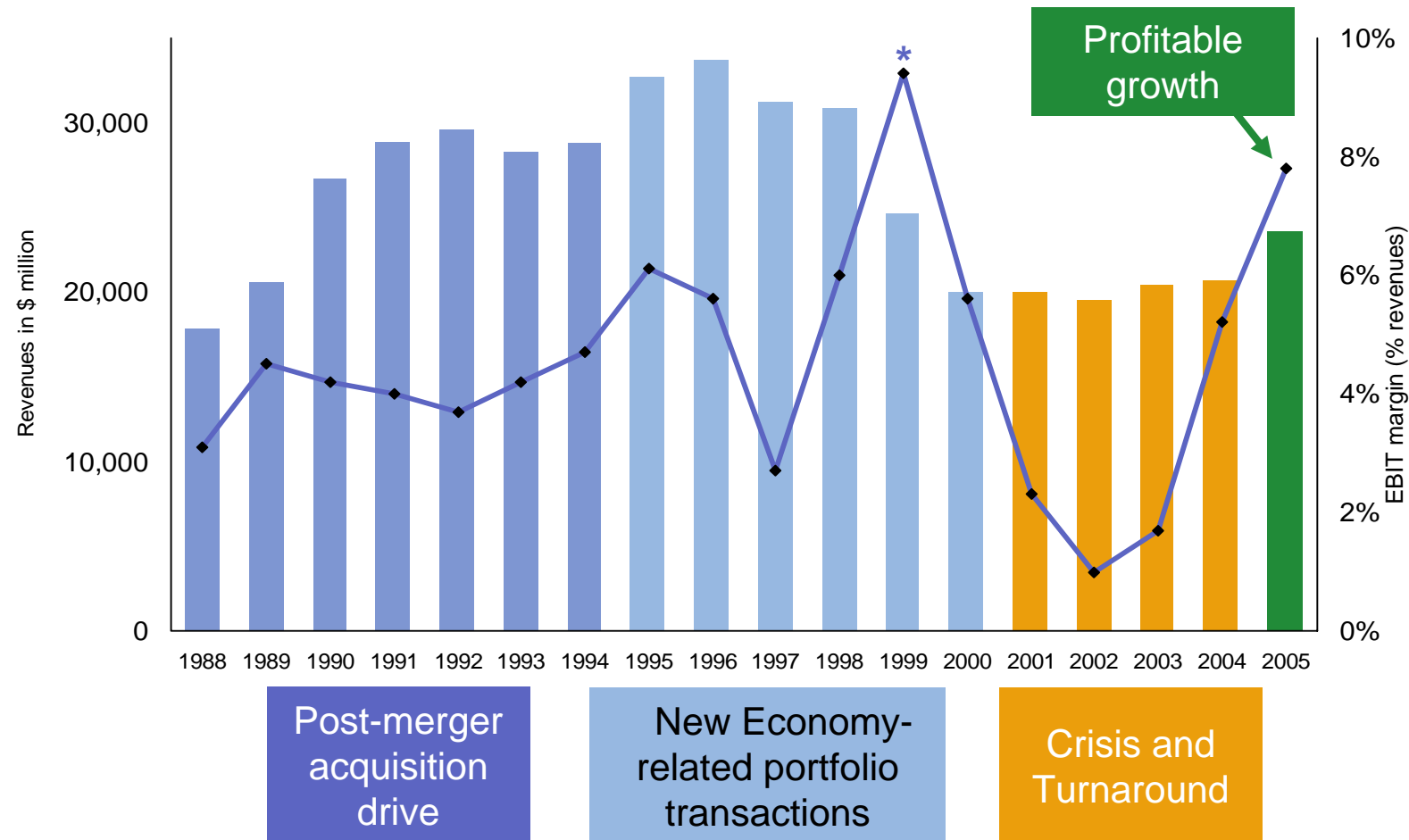


Source: 1988-1993 and 1998-1999 as per respective annual reports; 1994-1997 as per 1997 annual report; 2000 to 2004 as per the 2004 Form 20-F filing with the U.S. Securities and Exchange Commission.

\* 1999 EBIT includes major gains from divestitures



# 2005: Starting the “profitable growth” phase

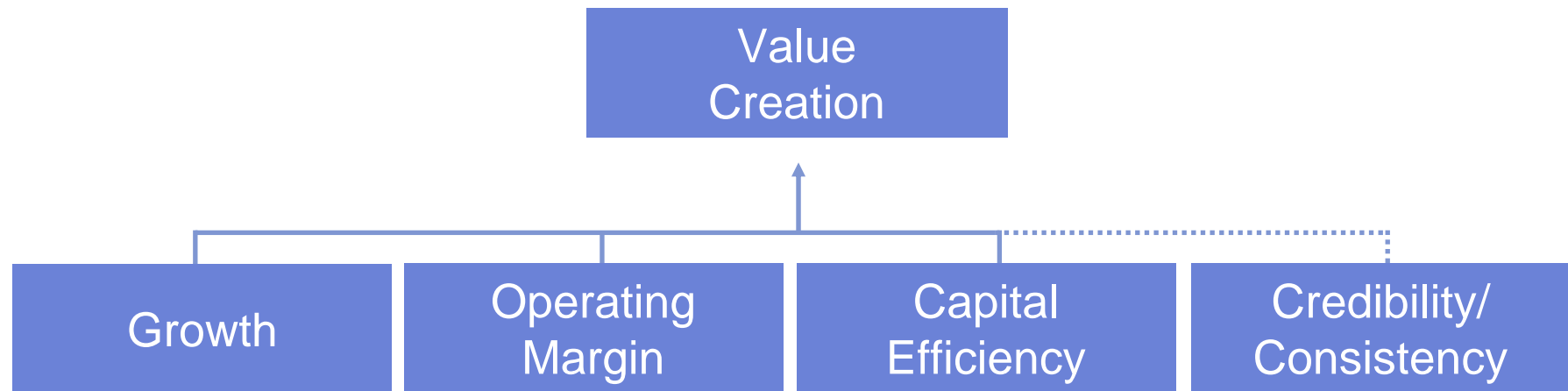


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# Shifting focus in value creation



## Focus 1990s:

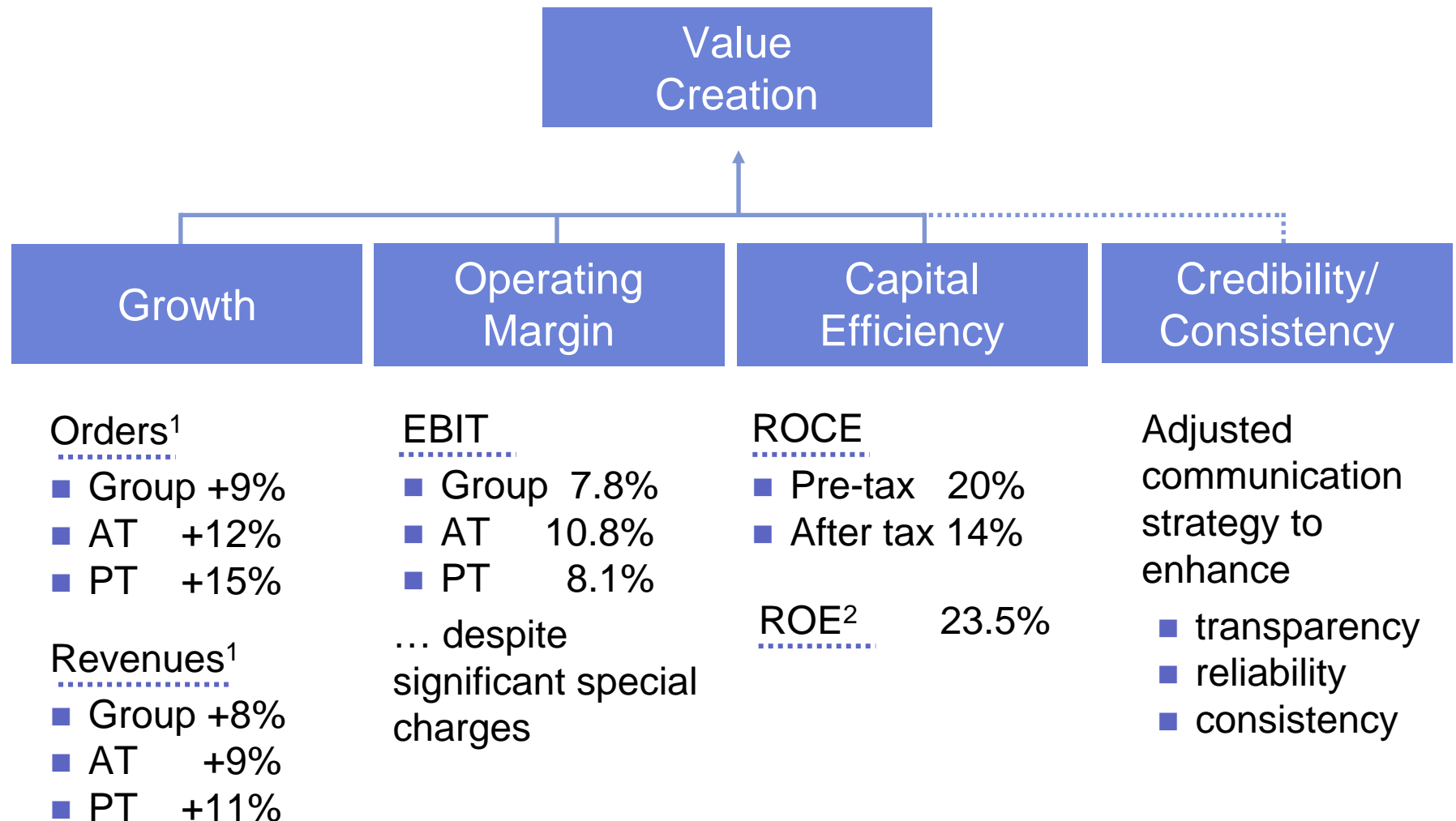
- Superior growth through acquisitions
- Operating profit propped up by non-operational items
- Very high debt leverage to drive ROE
- Extreme decentralization as corporate architecture

## Focus 2005-2009:

- Drive operating margin, consistent EPS growth
- Maintain organic growth momentum
- Improve capital efficiency via operating measures
- Disciplined acquisitions approach
- Focus corporate architecture on execution



# Shifting focus in value creation



# Making profitable growth happen ...

## Strategy

Strategy is sound,  
no big fix needed

- Portfolio – in the right businesses
- Product/market – lead positions, technology
- Geographic priorities – in the right markets
- Acquisitions – more important long-term

## Execution

Highest priority

- Maintain attractive organic growth – market-driven company, technology, service
- Drive operating margins – cost and productivity, risk control
- Execution framework – processes, business reviews, flat organization, Global Markets & Technology, compliance

## People

Good foundation,  
further development

- Quality – attractive employer, focused development
- Attitudes – values, leadership, business ethics
- Corporate culture – execution focus, learning better

# Targets 2009 versus actual 2005 performance

## Group targets

	2009 Target	2005 actual
Revenue growth <sup>1</sup>	> 5%	9% <sup>2</sup>
EBIT margin	> 10%	7.8%
Net margin	> 5%	3.3%
ROCE <sup>3</sup>	Mid-teens	13.9%
Free cash flow (FCF) as % net income	100%	123%

## Divisional targets

	Revenue growth <sup>1</sup>	Growth 2004-2005	EBIT margin 2009	EBIT margin 2005
Power Products	> 6%	12%	> 11%	9.4%
Power Systems	> 5%	9%	> 6%	4.6%
Automation Products	> 5%	9%	> 14%	13.9%
Process Automation	> 5%	8%	> 9%	8.0%
Robotics	> 4%	23%	> 9%	5.4%

<sup>1</sup> Compound average growth rate (CAGR) 2005-2009 at constant exchange rates and excluding major acquisitions and divestitures

<sup>2</sup> Revenue growth 2004 to 2005    <sup>3</sup> Return on capital employed (after tax)



# Outlook for 2006 (and 2009)

## 2006

ABB backlog: Better start than a year ago

Trading environment in line with H2 05

- Overall favorable markets
- Only a few sectors with low activity

Some regions with upside potential

- Europe finally growing again?
- North America with pluses and minuses
- New markets strong

Special risk factors

- Middle East, oil price, terror, avian flu

Positive outlook

## 2009

Impossible to forecast

- Use scenarios
- Likelihood of a downturn in 2007-08
- 2005-06 as above-average period?

ABB-specific factors

- Globally diversified
- Partly dependent on industrial GDP development
- Long-term outlook in power sector is attractive

2009 targets remain, outlook somewhat more favorable

# Transition to revised divisional structure

*Estimated 2005 revenues\**



## Power Products

Sales: \$6.4 bn

High- and medium-voltage switchgear, breakers, transformers, etc.



## Power Systems

Sales: \$4.0 bn

HVDC, HVDC Light, FACTS, power plant & network automation, substations



## Automation Products

Sales: \$5.9 bn

Low-voltage products and systems, drives, motors, power electronics, etc.



## Process Automation

Sales: \$5.0 bn

Automation solutions for process industries



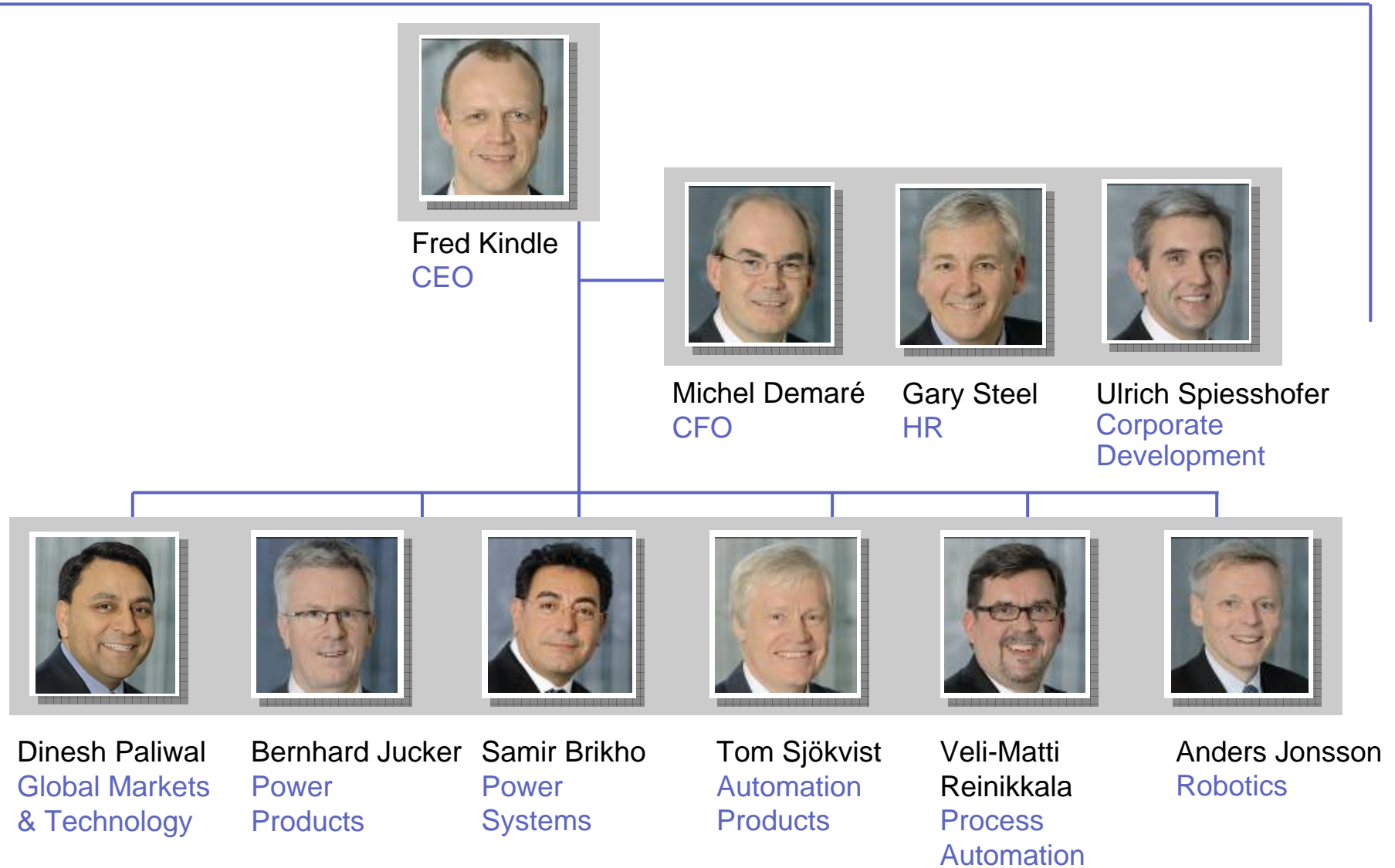
## Robotics

Sales: \$1.7 bn

Robots, robotic systems and services

- Previous business areas “promoted” to new divisions
- Same scope of business, no reorganization required
- Greater transparency internally and externally

# ABB Executive Committee 2006





Power and productivity  
for a better world™